

Unit 6: Organizational Flexibility



FEMA



Unit Objectives

- Explain how the modular organization expands and contracts.
- Given a scenario, complete a complexity analysis.
- Define the five types of incidents.



Flexibility and Standardization

- Standardization does NOT limit flexibility.
- ICS works for small, routine operations as well as catastrophic events.

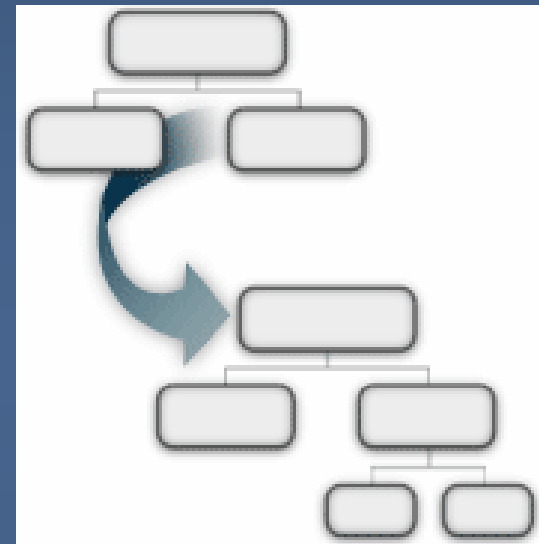


A key principle of ICS is its **flexibility**.

Modular Organization

Incident command organizational structure is based on:

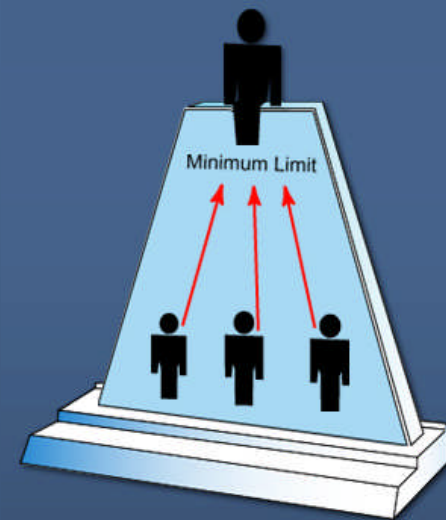
- **Size and complexity of the incident.**
- **Specifics of the hazard environment created by the incident.**
- **Incident planning process and incident objectives.**



ICS Expansion and Contraction

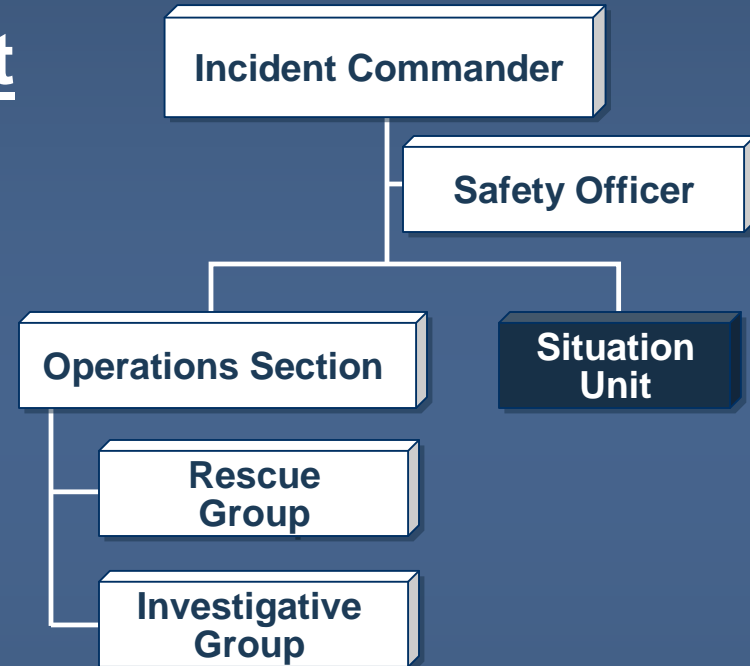
Although there are no hard-and-fast rules, remember that:

- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.



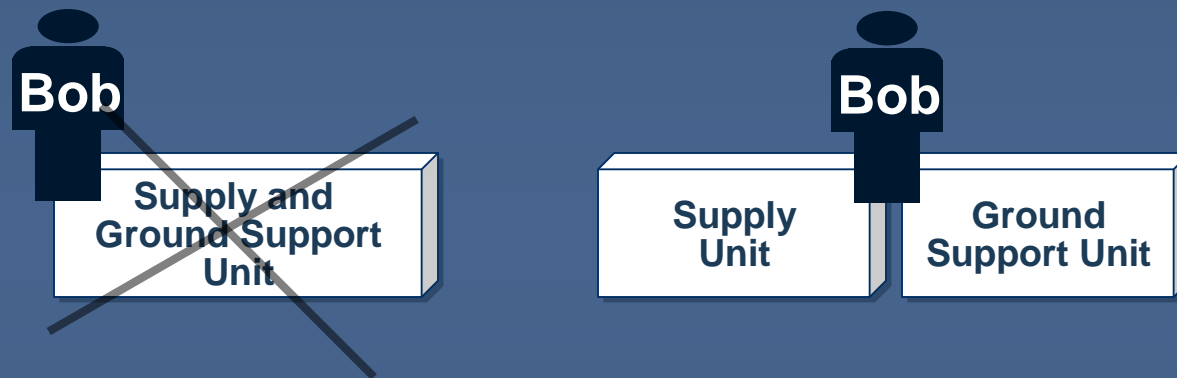
Activation of Organizational Elements

Organizational elements may be activated without activating the Section Chief.



Things To Avoid

- Do not combine ICS positions to save on staffing. Individuals may supervise multiple units, but the positions should remain distinct.



- Do not use nonstandard titles or hybrid positions. These titles may be unrecognizable to assisting or cooperating personnel.

Anticipate Incident Workload

Planning Section

- **Resources and Situation Units will be very busy in the initial phases of the incident.**
- **Documentation and Demobilization Units will be very active in the final stages of the incident.**

Logistics Section

- **Supply and Communications Units will be very active in the initial and final stages of the incident.**

Analyze Complexity

Analyzing incident complexity can help you to:

- Identify resource requirements.
- Determine if the existing management structure is appropriate.



Complexity Analysis Factors

- **Impacts to life, property, and the economy**
- **Community and responder safety**
- **Potential hazardous materials**
- **Weather and other environmental influences**
- **Likelihood of cascading events**
- **Potential crime scene (including terrorism)**
- **Political sensitivity, external influences, and media relations**
- **Area involved, jurisdictional boundaries**
- **Availability of resources**

Activity: Complexity Analysis

Instructions:

1. Working as a team, select an incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.).
2. Using the worksheet in your Student Manuals, identify a list of indicators that you might consider in order to determine the complexity of this incident. List the top 3 critical factors on chart paper.
3. Choose a spokesperson and be ready to present your complexity analysis to the class in 15 minutes.

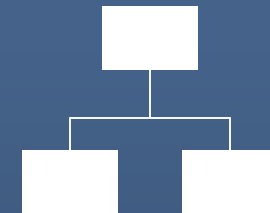
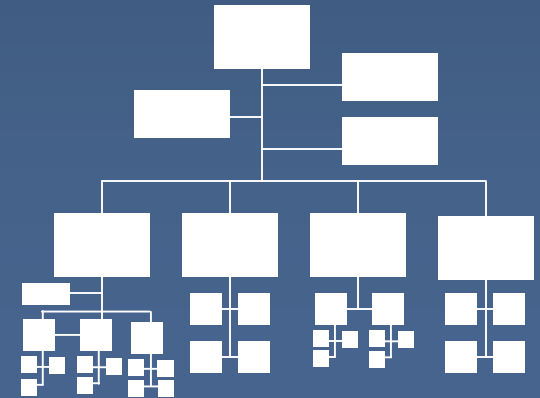
Incident Complexity and Resource Needs

Incident Complexity

Resource Needs

ICS Structure

Complexity ↑



Resource Kinds and Types

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources**: Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources**: Describe the size, capability, and staffing qualifications of a specific kind of resource.

Which Is Kinds? Which Is Types?



A



B



Why “Type” Resources?

Resource Request: “We need a HazMat team.”



What You Needed



What You Got

Resource Typing



Type I

Capabilities

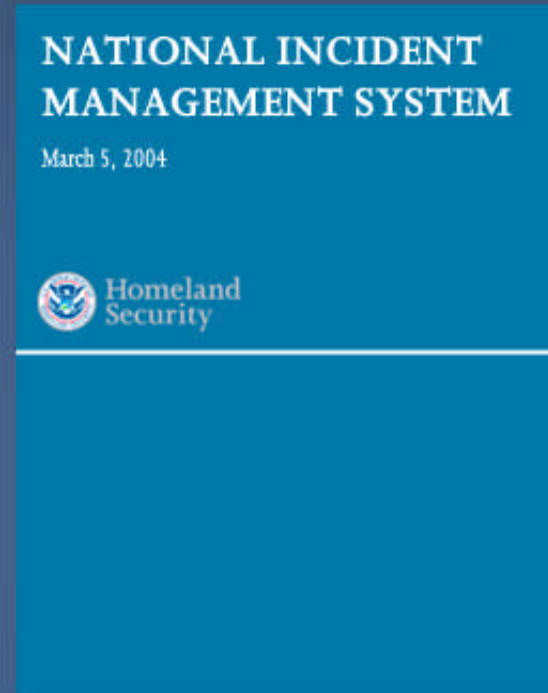
Type IV

See Student
Manual for
an example.

Typing: Getting the Right Resources

Getting the right resources is so critical that . . .

. . . the National Incident Management System (NIMS) requires that various kinds of resources be “typed” whenever possible.



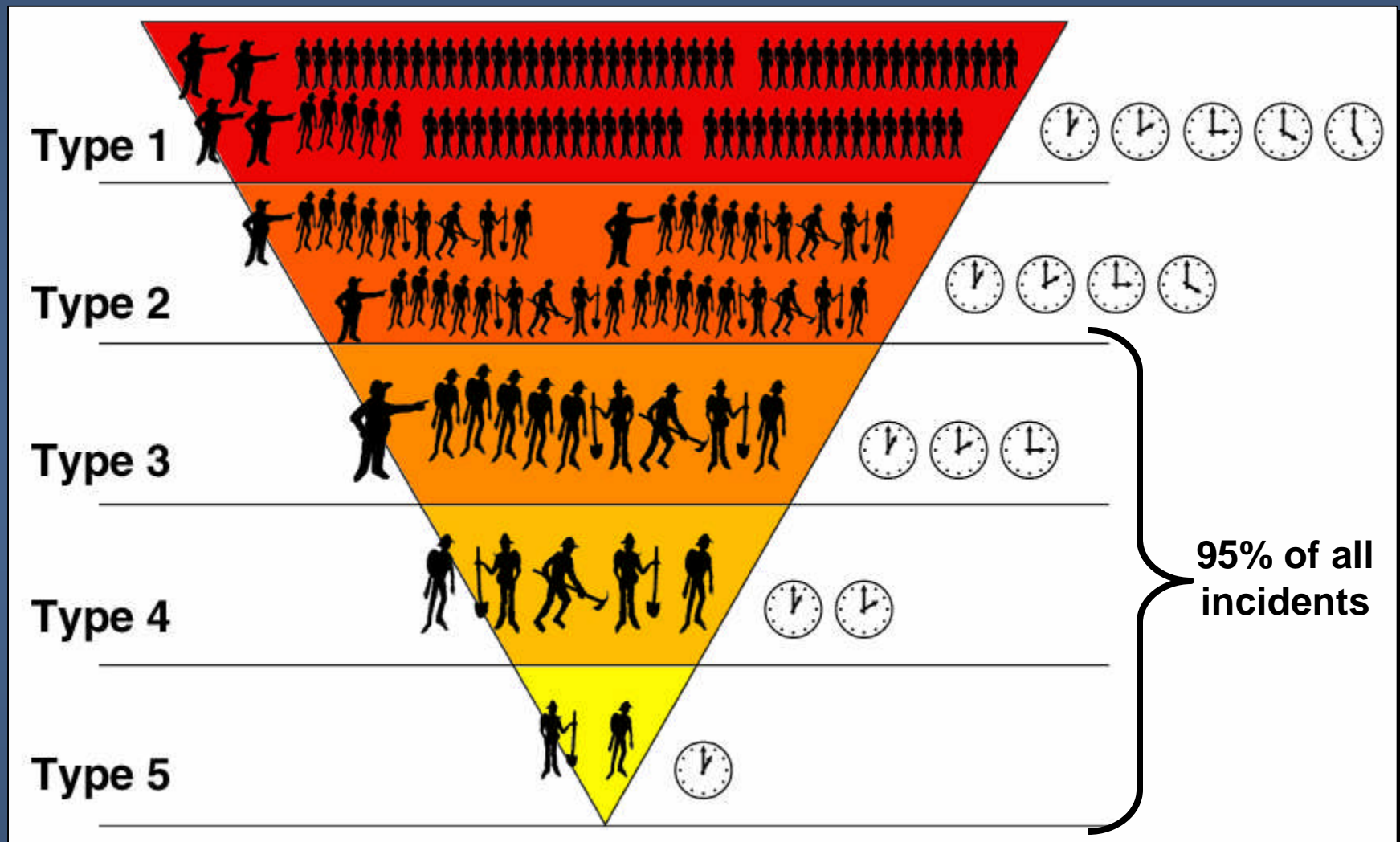
See: www.fema.gov/nims

Incident Typing: Overview

- Incidents are categorized by five types based on complexity.
- Type 5 incidents are the least complex and Type 1 the most complex.
- Incident typing is used to order Incident Management Teams (IMTs).



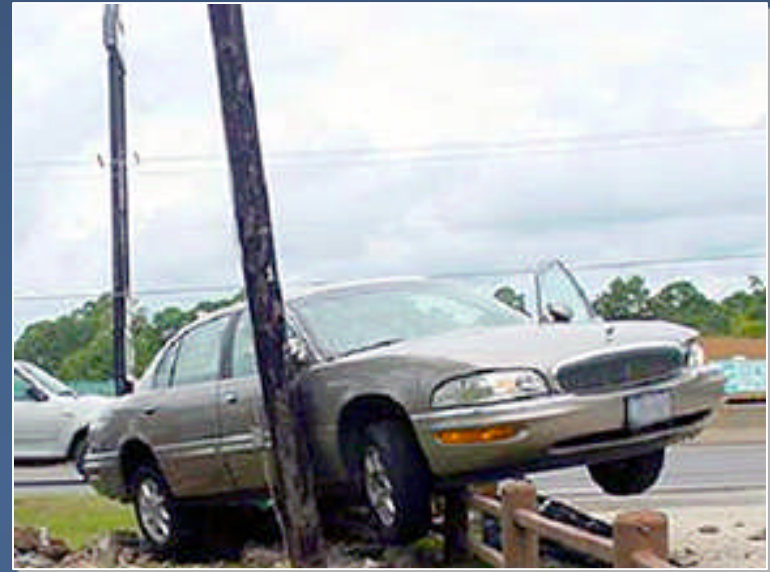
Incident Typing: Overview



Type 5 Incident

Resources: One or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated.

Time Span: Incident is contained within the first operational period and often within a few hours after resources arrive on scene.



Type 4 Incident

Resources: Command Staff and General Staff functions are activated only if needed. Resources vary from a single module to several single resources (e.g., Task Force or Strike Team).

Time Span: Limited to one operational period in the control phase. No written Incident Action Plan (IAP) is required for non-HazMat incidents. A documented operational briefing is completed.



Type 3 Incident

Resources: Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions.

Time Span: The incident may extend into multiple operational periods and a written IAP may be required for each operational period.



Type 2 Incident

Resources: Regional and/or national resources are required to safely and effectively manage the operations. Many Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500.

Time Span: The incident is expected to go into multiple operational periods. A written IAP is required for each operational period.



Type 1 Incident

Resources: National resources are required to safely and effectively manage the operations. Mostly is an Incident of National Significance, which activates the National Response Plan. All Command and General Staff positions are activated.

Time Span: The incident is expected to go into multiple operational periods. A written IAP is required for each operational period.



Incidents of National Significance

- When State and local resources are overwhelmed and Federal resources are requested (including Stafford Act major disasters or emergencies and other catastrophic incidents).
- Situations where more than one Federal department or agency is involved in:
 - Credible terrorist threats.
 - Potential threats related to high-profile, large-scale planned events.
- Requests for Department of Homeland Security (DHS) assistance from a Federal department or agency responding under its own authorities.
- Presidential direction for DHS to assume responsibility for incident management.

Incident Management Teams (IMTs)

- **An IMT may be used to response to an incident. IMTs include Command and General Staff members.**
- **IMT types correspond to incident type and include:**
 - **Type 5: Local Village and Township Level**
 - **Type 4: City, County, or Fire District Level**
 - **Type 3: State or Metropolitan Area Level**
 - **Type 2: National and State Level**
 - **Type 1: National and State Level (Type 1 Incident)**
- **Team members are certified as having the necessary training and experience to fulfill IMT positions.**

Information Source: www.usfa.fema.gov

Activity: Incident Types (1 of 5)

- Multivehicle accident with fatalities and numerous critical injuries has occurred.
- There are possible structural integrity concerns with the road.
- Local resources are on the scene.
- The rescue, investigation, and engineering operations are expected to go into multiple operational periods.
- Operational briefings are being documented; the IAP is verbal.



**What is the
incident
level?**

Activity: Incident Types (2 of 5)

- There is ongoing flooding in a tri-State area.
- Local and regional resources are overwhelmed.
- Numerous missing and injured persons.
- Additional rain and wind is forecasted.
- The President has declared all counties in the affected region as disaster areas under the Stafford Act.



**What is the
incident
level?**

Activity: Incident Types (3 of 5)

- A cargo jet has crashed with injuries onboard and on the ground.
- Possible hazardous materials are aboard.
- State and local resources are managing the incident.
- All Command positions are filled and the Operations and Planning Sections have been activated.



**What is the
incident
level?**

Activity: Incident Types (4 of 5)

- A tornado has touched down in a small residential area.
- There is structural damage to several houses.
- Several people have sustained minor injuries and all residents are accounted for.
- The operation will be completed within the first operational period.



**What is the
incident
level?**

Activity: Incident Types (5 of 5)

- A bank robber is holding staff and patrons hostage.
- An Operations Section has been activated with a perimeter control group, investigation group, and SWAT unit.
- The Command Staff includes the Incident Commander and a Public Information Officer.
- The incident may extend into multiple operational periods.



What is the incident level?

Summary

Are you now able to:

- Explain how the modular organization expands and contracts?
- Given a scenario, complete a complexity analysis?
- Define the five types of incidents?

